



2005 ANNUAL REPORT



NATIONAL MUSEUM
OF THE UNITED STATES AIR FORCE™

"We are the Keepers of Their Stories"

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DIRECTOR'S MESSAGE

For someone who started visiting the National Museum of the U.S. Air Force within the last two years, it would be reasonable to expect us to construct and open a new building every year. After all, we added the Eugene W. Kettering Building, which houses our Cold War Gallery, in 2003 and the Missile and Space Gallery in 2004. So what would come next in 2005?

Although 2005 came and went without a new building being erected, important plans were put in place that will direct and shape the future of the museum for many years to come.

Without a doubt, the National Museum of the U.S. Air Force has grown dramatically in both size and stature. For the ninth consecutive year, the museum has welcomed more than one million visitors from around the world. This public interest in military aviation drives us to tell the Air Force story in new and unique ways.

One new way to tell the Air Force story arrived this past year with the addition of the B-17F "Memphis Belle." The aircraft, which is now in our Restoration Hangar, will undergo 8-10 years of restoration work before it will be ready for display inside the museum. Since that is quite a long time to wait, I'd like to personally invite you to follow along with the restoration process by going on one of our "Behind the Scenes" tours.

Among the other ways we've worked to tell the Air Force story is with new and updated exhibits. In 2005 we added exhibits honoring the Bataan Death March, Office of Special Investigations, U-2, and the "Wild Weasels," just to name a few.

Our events and educational programs continue to remain strong. During the past year, we held more than 850 special events, and administered over 1,300 educational programs to nearly 97,000 students, teachers and adults. In addition, our 2005 statistics show that even when people can't make it in to the museum physically, they are still navigating their way to us as evidenced by nearly 70 million Web site hits in the last year alone.

In this 2005 Annual Report, you will find greater details of our accomplishments from the past year, exciting projects that are currently being worked and our strategic vision for the future. Whether you are near or far, in person or online, please visit us often to experience and enjoy your National Museum of the U.S. Air Force!

Charles D. Metcalf
Maj. Gen., USAF (Ret.)
Director

Cover: (clockwise) B-17F "Memphis Belle," Museum IMAX Theatre, Air Power Gallery, and WWI Fly-In

YEAR IN REVIEW

As we look back on 2005, the National Museum of the U.S. Air Force once again proved to be one of the Air Force's most important assets — as its window to the world. Museum staff welcomed more than one million visitors to see new and reconfigured aircraft and exhibits and participate in more than 2,100 programs and events. In addition, staff members helped to raise more than \$3,000 during the annual aircraft pull to benefit the Combined Federal Campaign. These accomplishments were noted by the Air Force Materiel Command when they presented the museum with the Commander's Award of Excellence "for truly outstanding performance in support of the AFMC mission."

The following pages list the major achievements of each of the museum's divisions.

Collection Management

The Collection Management Division is responsible for the stewardship of the national historical property collection of the U.S. Air Force. This task can be quite challenging since the collection is not only located at the National Museum of the U.S. Air Force, but at more than 700 military and civilian heritage sites throughout the world.

During the past year, the division implemented a new bar-coding system and continued to take inventory of more than 65,000 items in the museum's historical property collection.

Loan renewal packages in the 2005–2007 loan renewal cycle were reviewed, reconciled and updated for 180 military and 96 civilian accounts.

An Environmental Risk Assessment was completed by the conservator, which covered all artifacts on display at the National Museum of the U.S. Air Force. This process focused on the physical security and protection of items from theft and vandalism and reviewed the relative humidity, temperature and lighting concerns that may affect an item.

The following acquisitions were also overseen by the Collection Management Division:

- WWII insignia/memorabilia by Mr. Carlo Marlow, given to the donor by WWII aces.
- Medals and memorabilia donated by Mrs. Angela Neville Crawford. These items belonged to SSgt. Verl V. Gomme, a Japanese POW during WWII.
- Uniform items donated by Air Force Office of Special Investigations' (AFOSI) Special Agent Jason A. White, which he wore in the Green Zone of Baghdad, Iraq, during Operation Iraqi Freedom, and by AFOSI Special Agent Robert Wilson, which he wore in Bosnia (Joint Forge) 1999 and Italy (Operation Allied Force–Kosovo) 2000. These items are on display as part of the museum's AFOSI exhibit.
- Uniform items from current operations were transferred to the museum from the 379th Air Expeditionary



(Top) Collection Management Specialist Joe Hofele (left) and Conservator Bob Adair inspect newly acquired items for potential use in an upcoming exhibit.

(Bottom) Collection Management Specialist Melissa Shaw uses the museum's new bar-coding system to take inventory of more than 65,000 museum artifacts.



(Top) Museum Aerospace Educator Cindy Henry teaches students how to launch a Quest Courier rocket during the museum's 2005 Aerospace Camp. Their objective was to launch a rocket with an egg payload, and have it return safely to Earth.

(Bottom) Students from around the country gather at the National Museum of the U.S. Air Force to partake in Home School Day programs, such as building paper rockets as shown above. In 2005 more than 4,100 students from Ohio, Kentucky, Indiana, Michigan and New York participated in Home School Day programs.

Wing (AEW). The 379th AEW is responsible for providing combat air power for U.S. Central Command operations, including Iraqi Freedom, Enduring Freedom, and Joint Task Force – Horn of Africa.

- Uniform items and an Air Force Cross donated by Maj. (Ret.) Fred Shannon, from his service in Southeast Asia during the Vietnam War. The uniform and decoration are on display in the museum's Wild Weasel exhibit.
- An armored vest donated by AFOSI Special Agent Todd King, who wore it during the October 2004 Green Zone Café bombing in Baghdad, Iraq, which left him severely wounded. The vest is incorporated into the museum's AFOSI exhibit.
- Uniform items and memorabilia donated by Col. (Ret.) Allen Lamb and Jack Donovan, who achieved the first Wild Weasel Surface to Air Missile (SAM) site kill on Dec. 22, 1965. These items can be seen in the museum's Wild Weasel exhibit.
- Party suit donated by Gen. (Ret.) Richard B. Myers, former Chairman of the Joint Chiefs of Staff. This was worn while Gen. Myers was a member of the 67th Tactical Fighter Squadron in Southeast Asia and is on display in the museum's Wild Weasel exhibit.
- A painting entitled, "Close Support, Troops in Contact" donated by artist Wilson Hurley. The painting depicts an air strike in the Phu Cat Mountains in South Vietnam in December of 1968.
- Uniform items and an Air Force Cross donated by Maj. Gen. (Ret.) James McInerney, Jr., from his service in Southeast Asia during the Vietnam War. These items are on display in the museum's Wild Weasel exhibit.

Collection Management also worked extensively with the Exhibits and Research Divisions on new museum displays such as the AFOSI, Bataan, U-2, Wild Weasel, and "Disney Pins On Wings" exhibits.

Education

Teaching the public about Air Force history is one of the primary missions of the museum. In accomplishing that mission, the Education Division provided more than 1,300 educational programs to over 97,000 students, teachers and adults. This year's programs included:

- Aerospace Day Camp
- Audio-Visual Loan Program
- "Behind the Scenes" Tours
- Dayton Air Show Youth Program
- Family Days
- Guided Tours for School Groups
- Hands-on Programs for School Groups
- Home School Days
- Information Scavenger Hunts
- Kite Day
- Lifelong Learning Institute at the University of Dayton
- National Science Teachers Association Regional Conference workshops

- Project MISSE
- Project READ at Sinclair Community College
- Project SOAR Teacher Aerospace Education Seminars
- Read Across America
- Space Day
- Space Day 2005 Design Challenge Team – International Award Winner
- Storytime
- Student Aviation Competition and Exhibition
- Teaching American History Seminars
- Tech Fest at Sinclair Community College
- USAF Heritage Tours
- Wright Brothers Day

The division is also responsible for organizing and training the museum's 450 volunteers, who are essential in order for the museum to operate.

Exhibits

The Exhibits Division is one of the main driving forces behind the museum's ability to bring out the "human aspect" of the Air Force story. Museum dioramas constructed by the Exhibits Division are able to capture one's imagination by drawing you right into an Air Force moment in time. Some of the division's other tasks include: creating and updating audio-visuals and signage, positioning aircraft and exhibits, and redesigning cases and displays.

Design and Production

As the museum galleries continue to evolve and are re-created, innovative exhibit design and production are essential.

New displays on ballooning and flight training during WWI, new stories such as "A Day in the Life of a WWI German Pilot," and a homing pigeon known as "Stumpy John Silver," were added to the Early Years Gallery. A giant scale model of a French Salmson aircraft was refurbished and expanded display panels for the A-17A, allowing visitors to read about its restoration process, were completed by the museum's Exhibits staff.

Among the new additions to the Air Power Gallery are the WWII Integration, Bataan Death March, Liaison and Enlisted Pilots exhibits and the RF-86F exhibit, along with a new WWII Air Corps Training display. In addition, the Air Power Gallery features a re-designed P-35 exhibit with an added artifact case and eight story panels.

Changes to the Cold War and Missile and Space Galleries include new AFOSI and U-2 exhibits, new aircraft signage, the installation of a protective rail system, and stories for the Apollo, Jupiter and Sputnik exhibits.

(continued after "Memphis Belle" article)



(Top) The museum's U-2 exhibit in the Cold War Gallery, titled "Dragon Lady: The U-2 and Early Cold War Reconnaissance," highlights some of the U.S. Air Force's early Cold War reconnaissance missions. The exhibit features a U-2 aircraft, reconnaissance missions and photo interpretation. Other artifacts on display include flying suits, a U-2 pilot party suit and an A-2 camera set.

(Bottom) A museum visitor looks at items on display at an exhibit titled "Eyes of the Eagle: The Air Force Office of Special Investigations." The exhibit highlights notable OSI tasks including counterintelligence, responding to espionage and investigating terrorist attacks. Several items used by the OSI are featured in the display, such as a disguise kit, surveillance cameras, electronic listening devices, and a wristwatch that was modified to act as a radio transmitter.



"MEMPHIS BELLE"

A national aviation treasure and widely recognized symbol of American bravery and heroism during World War II was relocated to the world's largest and oldest military aviation museum in 2005.

The B-17F "Memphis Belle," the Eighth Air Force's first heavy bomber to complete 25 successful bombing missions over Europe and return to the United States, was moved to the National Museum of the U.S. Air Force under the terms of an agreement between the Memphis Belle Memorial Association (MBMA) and the U.S. Air Force.

The aircraft was named after Memphis, Tenn., native Margaret Polk, a one-time sweetheart of pilot Col. Robert K. Morgan. A WWII icon, the famous B-17F gained a new generation of fans following the release of the 1990 movie *"Memphis Belle."*

Located in the Memphis area since 1946, the aircraft was on loan from the Air Force to volunteers and aviation enthusiasts until the 1980s when the MBMA became its leaseholder until the move to the museum in 2005.

"Memphis Belle" pilot Capt. Robert Morgan (left), and his crew are congratulated by Gen. Jacob L. Devers (middle) and Gen. Ira C. Eaker (right) after completing 25 successful bombing missions over Europe. This photo was taken upon their departure from Bovington Airfield, England, on June 13, 1943, as they were en route to the U.S. for a stateside public relations tour.



The move to the National Museum of the U.S. Air Force will allow the Air Force to share the “Memphis Belle” story of determination and perseverance by America and her allies in defeating the Axis threat, with millions of museum visitors from around the world.

According to museum Director Maj. Gen. (Ret.) Charles D. Metcalf, the Memphis Belle Memorial Association deserves to be commended for providing nearly 60 years of care for the aircraft, and the museum looks forward to displaying the aircraft as a centerpiece.

“It will be a tremendous honor to display an aircraft such as the ‘Memphis Belle,’ which is a source of such great national pride and historical significance,” said Metcalf. “We will give it a level of care and public visibility befitting its legacy to ensure that future generations will learn about the heroism and bravery of its crew.”

Since the aircraft will require eight to ten years of restoration work, members of the public who are at least 12 years of age with a government issued photo ID are invited to go on one of the museum’s “Behind the Scenes” tours to see the aircraft as it is being restored. Advance registration is required. To register call 937-255-3286, ext. 302.



(Top) The B-17F “Memphis Belle,” inside the National Museum of the U.S. Air Force’s Restoration Hangar, will undergo eight to ten years of restoration work. Upon completion, the aircraft will be featured as a centerpiece of the museum.

(Bottom) Restoration Technicians Geno Toms (left) and Greg Hassler inspect the fuselage and cockpit of the “Memphis Belle” after its arrival at the museum.



(Top) FOX News' Oliver North tapes an episode of his nationally broadcast program, "War Stories with Oliver North," at the museum with coordination and assistance from the Public Affairs office. Each year, the Public Affairs Division works with local, regional, national, and international media to help tell the Air Force story.

(Bottom) Museum Research Historian Jeff Duford and Archivist Lonna McKinley sort through the museum's archival collection for historical information that will accurately portray an upcoming museum exhibit. In 2005 the Research Division responded to more than 6,000 requests from museum staff, government agencies and the public, and accessioned 476 donations to their archival collection.

Audio-Visuals and Lighting

The division created and updated audio-visual productions throughout the museum. During the past year, the division produced and installed AV productions for the Air Force Office of Special Investigations and U-2 exhibits, the Berlin Airlift Controller, Billy Mitchell Bombing Trials, Kettering Bug and Wild Weasel displays, and the temporary "Disney Pins On Wings" exhibit.

Lighting upgrades were completed throughout the museum galleries, including the addition of Light Emitting Diode (LED) lighting to showcase the panels of the Wild Weasel exhibit in the Modern Flight Gallery.

Operations

The Operations Division managed the museum's day-to-day functions, assisting with more than 850 special events. The division also completed a physical security risk assessment for all historical properties on exhibit within the museum, and upgraded the safety, security, and fire suppression systems for the Collection Management, Exhibits, and Research Divisions.

Public Affairs

Recognized as one of 60 international museums that "change the way one sees the world for a time," the museum was one of only two aviation museums mentioned in an article which appeared in the American Association of Museum's (AAM) "Museum News." Publicity such as this is the responsibility of the Public Affairs Division. The division informs the public about the museum's mission, educational programs, special events and achievements. It also supports the media, tourism entities, historical agencies, and others through its media and community relations, marketing, advertising and Web site initiatives.

In 2005 the division worked with a variety of local, regional, national and international media including Fox News' "War Stories with Oliver North," Discovery Channel, the History Channel, National Geographic, PBS, American Forces Radio & Television Service, Associated Press, USA Today, The Washington Post, Air and Space Magazine, and Australian, Belgian, British, Bulgarian, Chinese, French, German, Japanese, New Zealand and Polish media, to name a few.

During the past year, the Public Affairs Division has worked to provide media coverage worth more than \$625,000 in magazines, newspapers and on-line news services.

Research

The exhibit process begins with the Research Division staff researching the topic, selecting photographs and artifacts to be used, writing the text, and then coordinating the preparation of the exhibit. In 2005 the division researched and produced more than 75 exhibit packages, as well as instructional packages for the

painting and marking of aircraft undergoing restoration. In addition, they responded to more than 6,000 requests from museum staff, government agencies and the public, and participated in media interviews on U.S. Air Force history with outlets such as the Discovery Channel, PBS, The New York Times and other media.

The division also accessioned 476 donations to add to its growing archival collection, including the following:

- Map used on the first SAM kill mission in Southeast Asia, along with several other donations relating to the Wild Weasel anti-SAM mission
- A 1918 photo album with scenes of Rockwell Field
- Maj. Fred Shannon's Air Force Cross citation and certificate
- World War II reconnaissance photos from the Pacific Theater
- Photos and correspondence from WWI aerial photographer Howard Smith
- Maps and documents used during the Cold War for flights over the Soviet Union from 1954–1956
- Materials from former test pilot John A. Macready
- A collection of USAF films from Elmendorf AFB
- Documents and photographs relating to Bataan Death March POW Charles Ben Causey
- WWII photographs taken by Women's Army Corps photographer Jenny Keim Whiteside
- Musical score to the U.S. Army Air Corps song (which later became the Air Force song) written by Robert Crawford in 1939, including a congratulatory letter to Robert Crawford signed by Maj. Gen. Hap Arnold for being selected as the winner in the Army Air Corps song competition

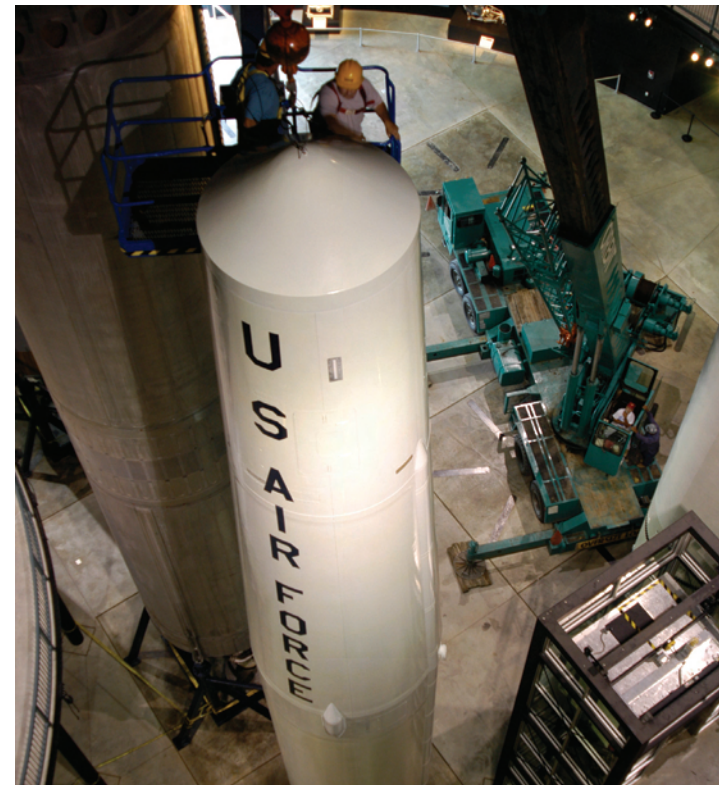
Restoration

The National Museum of the U.S. Air Force would not have more than 300 aircraft and aerospace vehicles on display without the efforts of the professional staff in the Restoration Division. In 2005 the division remained extremely busy as they transported, painted and refurbished many aircraft and missiles and placed them on display.

Aircraft that were refurbished throughout the year included the: AT-11, RF-86F, CF-100, RB-57D, MiG-19, P-35, and Standard J-1. Other aircraft that are still in the process of being restored are the: AQM-34Q, Bristol Beaufighter, B-17F "Memphis Belle," C-7, C-123, Japanese "George 21," P-75, RF-84K, X-32A, and XH-26.

The Restoration Division is also responsible for restoring missiles, many of which will be placed in the Missile and Space Gallery. Missiles that were refurbished and displayed include the Mace, Matador, SA-2, Titan I, and Thor. Work also began on the Bomarc, Peacekeeper, Snark, Thor Agena, and Titan IV missiles. In addition, the division completed the "Fat Man" bomb and the SA-2 missile launcher.

On top of all of those duties, the division supported the museum's 2005 Dawn Patrol Rendezvous WWI Fly-In. During this three-day event, the Restoration Division helped visiting pilots assemble, transport, and store their aircraft.



(Top) The museum's Restoration team tows a refurbished Mace missile to the Cold War Gallery. Developed in 1954, the Mace was designed to destroy ground targets and could be launched from a mobile trailer or bomb-proof shelter.

(Bottom) The museum's Restoration technicians lower the Thor missile into place in the Missile and Space Gallery, which will eventually house ten missiles and space launch vehicles, as well as other missile and space artifacts.



(Above) The 10th Annual Giant Scale Radio-Controlled Model Aircraft Air Show took place at the museum in 2005, as pilots entertained audiences with skillful and daring aerobatic maneuvers.

(Below) The museum's seventh annual Combined Federal Campaign Aircraft pull helped net more than \$3,000 for the benefit of more than 1,800 charities world-wide. Teams of 15-20 people competed to see how far they could pull a 60,000 pound EF-111A fighter jet in 45 seconds.



Special Events

If it's happening at the National Museum of the U.S. Air Force, the Special Events Division is there! Throughout the year, the division supported more than 850 events including the 2005 Dawn Patrol Rendezvous WWI Fly-In, "Wings & Things" Guest Lectures Series, U.S. Air Force Band of Flight Concerts, Freedom Ride 2005, a USAF Thunderbirds autograph session and the Freedom's Call Military Tattoo.

In addition, the Special Events division planned and directed many ceremonies, after-hour tours and banquets, congressional visits, and other special programs.

At any given time, you never know who might drop by the museum. This past year, the museum welcomed guests such as golf legend Arnold Palmer and country music star Buddy Jewel.



(Above) The museum's biannual Dawn Patrol Rendezvous World War I Fly-In featured vintage original and reproduction World War I aircraft flying over the museum, with aircraft launching and landing on the museum's rear field. In this photo, volunteers push Ortonville, Mich., pilot Rick Hayes' Early Bird Jenny aircraft back to the fence-line between flights. Additional activities included WWI radio-controlled model aircraft, era automobiles, and period re-enactors in a war encampment.



(Left) The 2005 Harley Owners Group State Rally Freedom Parade came to a conclusion on the grounds of the museum this past summer. More than 2,500 motorcycle riders participated in the event, including former Air Force Materiel Command Vice Commander, Lt. Gen. (Ret.) Richard Reynolds (not pictured).

Volunteers

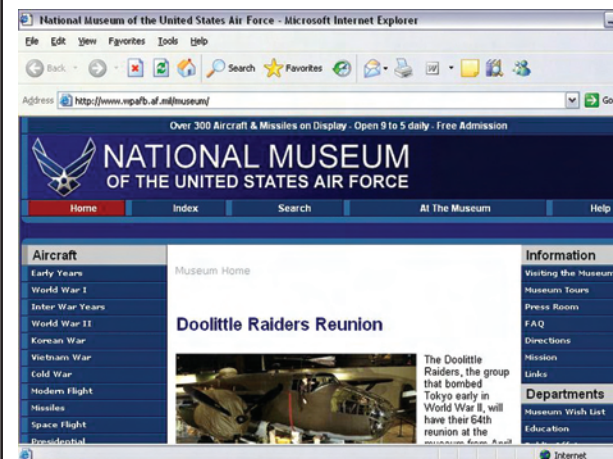
The National Museum of U.S. Air Force depends heavily upon its staff of more than 450 volunteers to operate each day. These hardworking individuals staff information desks, monitor galleries, assist with aircraft restoration and artifact collection, and complete administrative duties. In 2005 they contributed 91,449 volunteer hours, which was worth \$1,650,660 and equivalent to 44 person-years of productivity.



(Left) A Wright-Patterson Air Force Base Officers' Wives' Club Museum Guide leads a group on the "Behind the Scenes" tour in the National Museum of the U.S. Air Force's Restoration Hangar. The tour, which lasts about three hours, allows the public to have a sneak-peak into the future of the museum as aircraft, missiles, and aerospace vehicles are being restored. Tour participants must be at least 12 years of age and advance registration is required. To register or for more information please call 937-255-3286, ext. 302.

Visit us on the Web!

www.wpafb.af.mil/museum



Join the nearly 70 million people worldwide who have discovered the National Museum of the United States Air Force online in 2005. Find out about upcoming events, exhibits, aircraft on display and more by visiting: www.wpafb.af.mil/museum.

Team of the Quarter



The Protection Services section of the Operations Division helped to improve the safety of museum visitors, staff and artifacts during the first quarter. Tasks included maintaining security devices, expanding motion detection systems, establishing anti-terrorism measures and implementing general museum security practices.



The Visitor Services section of the Operations Division continued to work toward total customer satisfaction during the second quarter. During a three-month period they provided a range of services to 281,629 museum guests. Their dedication is shown by the many positive remarks and comments received from visitors.

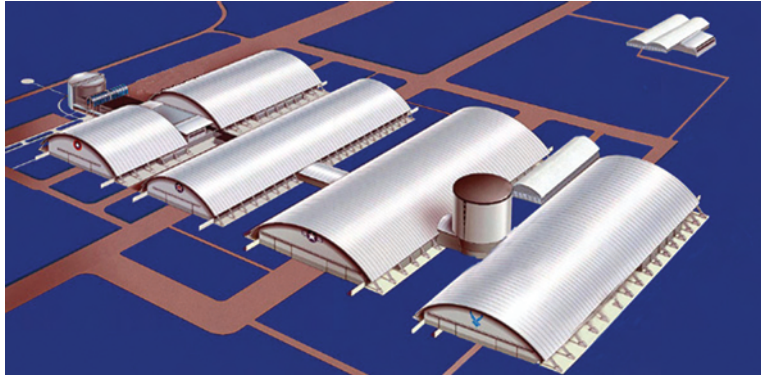


Museum staff from six divisions came together to plan, assemble, and open the Bataan and Air Force Office of Special Investigations exhibits during the third quarter. This task required the efforts of the museum's Collection Management, Exhibits, Public Affairs, Research, Restoration, and Special Events Divisions.



Members of the Restoration and Exhibits Divisions formed the "Memphis Belle Recovery Team." The group was responsible for the transport of the B-17F aircraft from Memphis, Tenn., to the museum. After 8-10 years of restoration work, the aircraft will be placed on permanent display in the museum.

VISION FOR THE FUTURE



Artist's depiction of proposed Space Gallery and Presidential Aircraft Interpretive Center (fourth building from left); Education Center (low structure between third and fourth building); and Collection and Conservation Building (top right).

The National Museum of the U.S. Air Force is in the middle of a long-term, multi-phase expansion program. With the addition of the Missile and Space Gallery in 2004, the museum will now turn its attention toward building an expanded Space Gallery.

The proposed \$15 million, 55,000 sq. foot, climate-controlled and secure gallery will be devoted exclusively to portraying the Air Force's past, present, and future in space.

Several major artifacts are planned to anchor the gallery including a space shuttle orbiter and a huge Titan IV rocket, illustrating the significant Air Force role in both manned and unmanned space programs. In addition, the gallery will contain Mercury, Gemini and Apollo spacecraft, as well as a range of other rockets, satellites and booster systems, spanning the entire history of the space age and exemplifying the Air Force's vast reconnaissance, early warning, communications, and other space capabilities.

The Space Gallery will be followed by a new Presidential Aircraft Interpretive Center, which will enable visitors to see the museum's collection of Presidential aircraft without the inconvenience of riding a bus onto Wright-Patterson Air Force Base.

Fundraising for these projects continues, led by the Air Force Museum Foundation. For more information on the Air Force Museum Foundation, please visit: <http://afmuseum.com/>

Upon completion, the new Space and Presidential galleries will add yet two more attractions to visit at the world's largest and oldest military aviation museum.

Other future plans call for a new Education Center, Collection Management and Conservation facility, an additional building entrance, more parking and improved access from the interstate highway system.